

How to Be a More Likeable Boss



Sample

Corporate Training Materials

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Preface

What is Courseware?



Welcome to Corporate Training Materials, a completely new training experience!

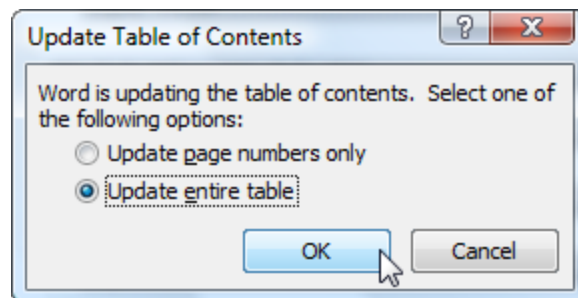
Our courseware packages offer you top-quality training materials that are customizable, user-friendly, educational, and fun. We provide your materials, materials for the student, PowerPoint slides, and a take-home reference sheet for the student. You simply need to prepare and train!

Best of all, our courseware packages are created in Microsoft Office and can be opened using any version of Word and PowerPoint. (Most other word processing and presentation programs support these formats, too.) This means that you can customize the content, add your logo, change the color scheme, and easily print and e-mail training materials.

How Do I Customize My Course?

Customizing your course is easy. To edit text, just click and type as you would with any document. This is particularly convenient if you want to add customized statistics for your region, special examples for your participants' industry, or additional information. You can, of course, also use all of your word processor's other features, including text formatting and editing tools (such as cutting and pasting).

To remove modules, simply select the text and press Delete on your keyboard. Then, navigate to the Table of Contents, right-click, and click Update Field. You may see a dialog box; if so, click "Update entire table" and press OK.

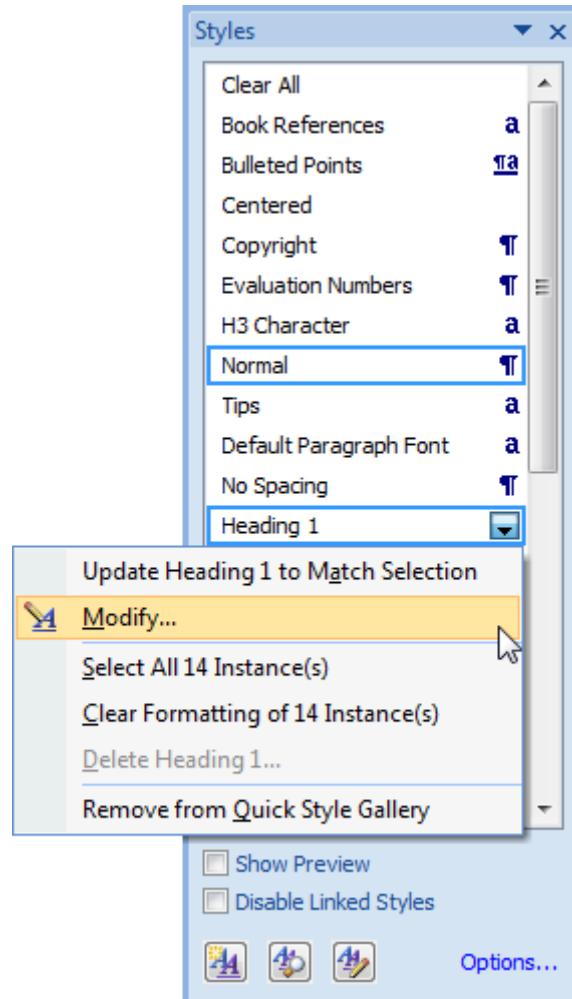


(You will also want to perform this step if you add modules or move them around.)

If you want to change the way text looks, you can format any piece of text any way you want. However, to make it easy, we have used styles so that you can update all the text at once.

If you are using Word 97 to 2003, start by clicking the Format menu followed by Styles and Formatting. In Word 2007 and 2010 under the Home tab, right-click on your chosen style and click Modify. That will then produce the Modify Style options window where you can set your preferred style options.

For example, if we wanted to change our Heading 1 style, used for Module Titles, this is what we would do:



Now, we can change our formatting and it will apply to all the headings in the document.

For more information on making Word work for you, please refer to [Word 2007 or 2010 Essentials](#) by Corporate Training Materials.

Materials Required

All of our courses use flip chart paper and markers extensively. (If you prefer, you can use a whiteboard or chalkboard instead.)

We recommend that each participant have a copy of the Training Manual, and that you review each module before training to ensure you have any special materials required. Worksheets and handouts are included within a separate activities folder and can be reproduced and used where indicated. If you would like to save paper, these worksheets are easily transferrable to a flip chart paper format, instead of having individual worksheets.

We recommend these additional materials for all workshops:

- Laptop with projector, for PowerPoint slides
- Quick Reference Sheets for students to take home
- Timer or watch (separate from your laptop)
- Masking tape
- Blank paper

Maximizing Your Training Power

We have just one more thing for you before you get started. Our company is built for trainers, by trainers, so we thought we would share some of our tips with you, to help you create an engaging, unforgettable experience for your participants.

- **Make it customized.** By tailoring each course to your participants, you will find that your results will increase a thousand-fold.
 - Use examples, case studies, and stories that are relevant to the group.
 - Identify whether your participants are strangers or whether they work together. Tailor your approach appropriately.
 - Different people learn in different ways, so use different types of activities to balance it all out. (For example, some people learn by reading, while others learn by talking about it, while still others need a hands-on approach. For more information, we suggest Experiential Learning by David Kolb.)
- **Make it fun and interactive.** Most people do not enjoy sitting and listening to someone else talk for hours at a time. Make use of the tips in this book and your own experience to keep your participants engaged. Mix up the activities to include individual work, small group work, large group discussions, and mini-lectures.
- **Make it relevant.** Participants are much more receptive to learning if they understand why they are learning it and how they can apply it in their daily lives. Most importantly, they want to know how it will benefit them and make their lives easier. Take every opportunity to tie what you are teaching back to real life.
- **Keep an open mind.** Many trainers find that they learn something each time they teach a workshop. If you go into a training session with that attitude, you will find that there can be an amazing two-way flow of information between the trainer and trainees. Enjoy it, learn from it, and make the most of it in your workshops.

And now, time for the training!

Icebreakers

Each course is provided with a wide range of interactive Icebreakers. The trainer can utilize an Icebreaker to help facilitate the beginning of the course, as it helps “break the ice” with the participants. If the participants are new to each other, an icebreaker is a great way to introduce everyone to each other. If the participants all know each other it can still help loosen up the room and begin the training session on positive note. Below you will see one of the icebreakers that can be utilized from the Icebreakers folder.

Icebreaker: Friends Indeed

Purpose

Have the participants moving around and help to make introductions to each other.

Materials Required

- Name card for each person
- Markers

Preparation

Have participants fill out their name card. Then, ask participants to stand in a circle, shoulder to shoulder. They should place their name card at their feet. Then they can take a step back. You as the facilitator should take the place in the center of the circle.

Activity

Explain that there is one less place than people in the group, as you are in the middle and will be participating. You will call out a statement that applies to you, and anyone to whom that statement applies must find another place in the circle.

Examples:

- Friends who have cats at home
- Friends who are wearing blue
- Friends who don't like ice cream

The odd person out must stand in the center and make a statement.

The rules:

- You cannot move immediately to your left or right, or back to your place.
- Let's be adults: no kicking, punching, body-checking, etc.

Play a few rounds until everyone has had a chance to move around.

Training Manual Sample

On the following pages is a sample module from our Training Manual. Each of our courses contains twelve modules with three to five lessons per module. It is in the same format and contains the same material as the Instructor Guide, which is then shown after the Training Manual sample, but does not contain the Lesson Plans box which assists the trainer during facilitation.

The Training Manual can be easily updated, edited, or customized to add your business name and company logo or that of your clients. It provides each participant with a copy of the material where they can follow along with the instructor.

*The speed of the leader is the
speed of the gang.*

Mary Kay Ash

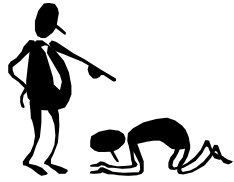
Module Two: Is it Better to be Loved or Feared?



This famous question comes down to us from Niccolo Machiavelli, a political theorist who lived in Italy during the Renaissance. He contended that a leader who is feared is preferable to a leader who is loved. However, he also lived during a time of great political instability where city governments changed in a flash, usually violently, and usually involving executions of the previous leadership. Since we no longer live in an age where stepping down from a leadership position or being removed would involve the loss of one's head, do we really need to adopt the route that proved so disastrous

for such ruthless dictators as Saddam Hussein and Augusto Pinochet?

The Case for Fear



An authoritarian approach to leadership is not all bad. Some people in leadership positions might still maintain that leaders who approach their employees with a sense of antagonism have fewer instances where employees take advantage of them. They can use “tough love” to “whip employees into shape.” Where supervisors who aim for popularity fail in setting boundaries for their employees, authoritarian leaders make those boundaries clear through well-defined consequences for crossing them. This approach to leadership seldom suffers from employees taking liberties or taking advantage of a perceived weakness from the supervisor.

The Case for Love



Well, that's a case closed then, right? Make sure that you scare your employees, and they will treat you with respect and dare not cross you. This has been a great training session. Thank you for participating. Good luck!

If it were only so easy. While an authoritarian approach to leadership might give you the appearance of being respected, it's not so likely that this respect would be genuine. Real respect must be earned, and involves respecting others. If you genuinely care about your employees, you may not have to work so hard getting them to do what needs to be done, uncovering instances where they were too afraid to approach you, or squashing conflicts with your employees that might tend to flare up when you approach your leadership role from an authoritarian standpoint. Perhaps being loved is not such a useless approach to effective leadership.

The Case against Either



The problem in leadership isn't being more loved nor is it being feared more. Both have their upsides, but each also has its downside. Beloved leaders might be popular, but they might also be easily manipulated and put into unnecessary situations where it feels as if the inmates are running the asylum. Conversely, those who use fear as a leadership tactic frequently have to deal with such issues as insubordination or dishonesty from their employees. In addition, a work environment that is marked by fear turns into a poisonous place to work. Authoritarian leaders often experience higher rates of turnover from their employees. This means time that might otherwise be productively spent is now redirected towards training new employees. Any efficiency such a leader hoped to gain by cracking the whip has been lost when employees won't stay for any length of time. There must be a middle way.

The Middle Ground



Since both leadership styles have both upsides and downsides, perhaps the best approach is to be a little bit of both. Like an authoritative leader, you want to have clear boundaries with clear consequences, but you do not want to create a fearful and poisonous work environment where everyone is trying to stab each other in the back and no one will tell you the truth, but whatever you want to hear.

In addition, a middle ground approach would mean that you do value your employees as people. You are genuinely interested in their lives. You understand that respect is a two-way street and must be earned. Yet, you impose clear boundaries. While you and your employees may be equal in both a personal and possibly even a professional sense, you have a different job than your employees. You face a different set of pressures. The key to understanding whether it is better to be loved or feared is considering the big picture and the long term, and in each situation, which approach would be more effective in the long run for that situation.

Case Study



Steve was recently promoted to the manager position at his bookstore. Because he suddenly found that he had new responsibilities, he became extremely invested in his new position. Similarly, Angela also had been recently promoted. While Steve tried to crack the whip and boss his employees around, Angela tried to understand what motivated her employees and sought to align their motivations with what she needed from them. Soon, Steve found all of his employees either quitting on him or they no longer were friendly with him. His employees would do their work, but often it was the bare minimum. The work environment when he was in charge became quiet, serious, and tense. When Angela was in charge, the effect was like a ray of sunshine lighting up a dark room. Employees laughed and joked with her and with each other, but they also worked extremely hard.

Module Two: Review Questions

1. Who first posed the question of whether it's better to be feared or loved?
 - a) Shakespeare
 - b) Da Vinci
 - c) Columbus
 - d) Machiavelli
2. What is an advantage of authoritarian leadership?
 - a) Employee loyalty
 - b) Well-defined boundaries
 - c) A lack of conflict
 - d) Respect for upper management
3. Genuine respect _____.
 - a) Must be earned
 - b) Is achieved through fear
 - c) Can only be given to people who are higher up than you are
 - d) All of the above
4. Which is NOT an effect of a more lenient and understanding leadership style?
 - a) Less conflict between management and employees
 - b) Employees tend to be more loyal
 - c) Clearly defined boundaries
 - d) Easier to motivate employees to cooperate
5. What is a detriment of authoritarian style leadership?
 - a) Clear boundaries
 - b) High employee turnover rate
 - c) Lack of discipline
 - d) None of the above

6. What is a detriment to a relaxed leadership style?
 - a) Poisonous work environment
 - b) High employee turnover rate
 - c) Clear consequences for violating boundaries
 - d) A chaotic work environment
7. When determining whether to approach with an authoritarian style or a lenient style, what should you consider?
 - a) The bigger picture
 - b) The long-term consequences
 - c) What will be effective
 - d) All of the above
8. What should a middle ground approach to leadership include?
 - a) A poisonous work environment
 - b) A chaotic work environment
 - c) An indifferent work environment
 - d) An environment where all employees are respected regardless of status
9. What management style did Steve employ?
 - a) Management by fear
 - b) Management by love
 - c) A balanced management style
 - d) None of the above
10. How did Angela get her employees to work hard for her?
 - a) She began a reign of terror
 - b) She found ways to blackmail her employees
 - c) She tried to align her employees' needs with her own
 - d) None of the above

Instructor Guide Sample

On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box. Each Instructor Guide and Training Manual mirrors each other in terms of the content. They differ in that the Instructor Guide is customized towards the trainer, and Training Manual is customized for the participant.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor train that particular lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.

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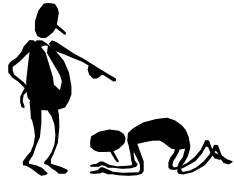
Module Two: Is it Better to be Loved or Feared?



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The Case for Fear



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Estimated Time	8 minutes
Topic Objective	Introduce Authoritarian Style Leadership.
Topic Summary	Authoritarian Leaders Discuss Authoritarian Style leadership.
Materials Required	Flipchart/board and marker
Planning Checklist	None
Recommended Activity	As a class discuss managers and supervisors that you have had in the past who could be characterized as having an authoritarian style. Discuss what worked well for this approach to leadership. List ideas on the flipchart/board, and park any suggestions about the downside of this leadership style, which will be addressed later in this module.
Stories to Share	Share any personal or relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What kinds of benefits do leaders experience from an authoritarian style of leadership?

The Case for Love



Well, that's a case closed then, right? Make sure that you scare your employees, and they will treat you with respect and dare not cross you. This has been a great training session. Thank you for participating. Good luck!

If it were only so easy. While an authoritarian approach to leadership might give you the appearance of being respected, it's not so likely that this respect would be genuine. Real respect must be earned, and involves respecting others. If you genuinely care about your employees, you may not have to work so hard getting them to do what needs to be done, uncovering instances where they were too afraid to approach you, or squashing conflicts with your employees that might tend to flare up when you approach your leadership role from an authoritarian standpoint. Perhaps being loved is not such a useless approach to effective leadership.

Estimated Time	8 minutes
Topic Objective	Introduce Being Loved in Leadership.
Topic Summary	Being Loved in Leadership Explore the upside of being a beloved leader.
Materials Required	Flipchart/board and marker
Planning Checklist	None
Recommended Activity	As a class discuss instances where you worked for a supervisor whom you loved. What approaches did they take to make you love them? List ideas on the flipchart/board.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What do leaders do to become loved?

The Case against Either



The problem in leadership isn't being more loved nor is it being feared more. Both have their upsides, but each also has its downside. Beloved leaders might be popular, but they might also be easily manipulated and put into unnecessary situations where it feels as if the inmates are running the asylum. Conversely, those who use fear as a leadership tactic frequently have to deal with such issues as insubordination or dishonesty from their employees. In addition, a work

environment that is marked by fear turns into a poisonous place to work. Authoritarian leaders often experience higher rates of turnover from their employees. This means time that might otherwise be productively spent is now redirected towards training new employees. Any efficiency such a leader hoped to gain by cracking the whip has been lost when employees won't stay for any length of time. There must be a middle way.

Estimated Time	8 minutes
Topic Objective	Explore the downsides of too much of either leadership style.
Topic Summary	The Downside of Being an Authoritarian or Being a Pushover Consider the problems that emerge in either leadership style.
Materials Required	Flipchart/board and marker
Planning Checklist	None
Recommended Activity	As a group, discuss what negative experiences you have had from leaders who are too tough or leaders who are too lenient. List these on the flipchart/board in two separate columns.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What can you lose when you are too lenient?

The Middle Ground



Since both leadership styles have both upsides and downsides, perhaps the best approach is to be a little bit of both. Like an authoritative leader, you want to have clear boundaries with clear consequences, but you do not want to create a fearful and poisonous work environment where everyone is trying to stab each other in the back and no one will tell you the truth, but whatever you want to hear.

In addition, a middle ground approach would mean that you do value your employees as people. You are genuinely interested in their lives. You understand that respect is a two-way street and must be earned. Yet, you impose clear boundaries. While you and your employees may be equal in both a personal and possibly even a professional sense, you have a different job than your employees. You face a different set of pressures. The key to understanding whether it is better to be loved or feared is considering the big picture and the long term, and in each situation, which approach would be more effective in the long run for that situation.

Estimated Time	7 minutes
Topic Objective	Explore a middle ground approach to leadership.
Topic Summary	The Middle Ground Discuss leadership styles that take the best from both authoritarian and lenient leadership approaches.
Materials Required	Flipchart/board and marker
Planning Checklist	None
Recommended Activity	As a group, discuss the best supervisors, managers, and other leaders you have experienced as an employee. How did they set boundaries? How did they show compassion and understanding towards their employees? List your ideas on the flipchart/board.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What are ways to strike a balance between both leadership styles?

Case Study



Steve was recently promoted to the manager position at his bookstore. Because he suddenly found that he had new responsibilities, he became extremely invested in his new position. Similarly, Angela also had been recently promoted. While Steve tried to crack the whip and boss his employees around, Angela tried to understand what motivated her employees and sought to align their motivations with what she needed from them. Soon, Steve found all of his employees either quitting on him or they no longer were friendly with him. His employees would do their work, but often it was the bare minimum. The work environment when he was in charge became quiet, serious, and tense. When Angela was in charge, the effect was like a ray of sunshine lighting up a dark room. Employees laughed and joked with her and with each other, but they also worked extremely hard.

Estimated Time	5 minutes
Topic Objective	Outline the Balanced Leadership case study.
Topic Summary	Case study Discuss the importance of a balanced approach towards leadership.
Materials Required	None
Planning Checklist	None
Recommended Activity	Discuss the outcome of the case study.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What management style did Steve use?

Module Two: Review Questions

1. Who first posed the question of whether it's better to be feared or loved?

- a) Shakespeare
- b) Da Vinci
- c) Columbus
- d) Machiavelli

In his book *The Prince*, Machiavelli asked the question of whether it was better to be feared or loved. He decided that fear was better, but he also lived during a far more unstable and violent time than now.

2. What is an advantage of authoritarian leadership?

- a) Employee loyalty
- b) Well-defined boundaries
- c) A lack of conflict
- d) Respect for upper management

One advantage of authoritarian leadership is that it provides well-defined boundaries in the work place with clear consequences for crossing those boundaries.

3. Genuine respect ____.

- a) Must be earned
- b) Is achieved through fear
- c) Can only be given to people who are higher up than you are
- d) All of the above

Genuine respect must be earned. It is not achieved through fear and goes both directions from management down and from employees up if it is earned.

4. Which is NOT an effect of a more lenient and understanding leadership style?

- a) Less conflict between management and employees
- b) Employees tend to be more loyal
- c) Clearly defined boundaries
- d) Easier to motivate employees to cooperate

While a lenient leadership style helps in many ways, it does not help in clearly defining boundaries.

5. What is a detriment of authoritarian style leadership?

- a) Clear boundaries
- b) High employee turnover rate
- c) Lack of discipline
- d) None of the above

One detriment to an authoritarian style of leadership is a high rate of employee turnover.

6. What is a detriment to a relaxed leadership style?

- a) Poisonous work environment
- b) High employee turnover rate
- c) Clear consequences for violating boundaries
- d) A chaotic work environment

One detriment to a relaxed leadership style is a chaotic work environment, where it feels as if the inmates are running the asylum.

7. When determining whether to approach with an authoritarian style or a lenient style, what should you consider?

- a) The bigger picture
- b) The long-term consequences
- c) What will be effective
- d) All of the above

All three of these aspects should be considered when determining which approach to take with an employee.

8. What should a middle ground approach to leadership include?

- a) A poisonous work environment
- b) A chaotic work environment
- c) An indifferent work environment
- d) An environment where all employees are respected regardless of status

A middle ground approach to leadership means respecting your employees regardless of their position within the company.

9. What management style did Steve employ?

- a) Management by fear
- b) Management by love
- c) A balanced management style
- d) None of the above

Steve employed an authoritarian management style which used fear as a motivator.

10. How did Angela get her employees to work hard for her?

- a) She began a reign of terror
- b) She found ways to blackmail her employees
- c) She tried to align her employees' needs with her own
- d) None of the above

Angela determined what motivated her employees and tried to align these motivations with her own needs.

Activities

During the facilitation of a lesson Worksheet or Handout may be utilized to help present the material. If a lesson calls for a Worksheet or Handout it will be listed in the Lesson Plan box under Materials Required. The trainer can then utilize the Activities folder for the corresponding material and then provide it to the participants. They are all on separate Word documents, and are easily edited and customized.

Below you will see the Worksheets or Handouts that are utilized during the training of the above lesson. They are located in the Activities folder and can be easily printed and edited for the participants.

Sample Worksheet: Goal Setting

Write down three goals, and don't forget to be SMART about it:

Goal 1: _____ Time frame _____

Milestones _____ Rewards _____

Goal 2: _____ Time frame _____

Milestones _____ Rewards _____

Goal 3: _____ Time frame _____

Milestones _____ Rewards _____

Note: If a goal is not the sort that can be broken down into milestones, just mark n/a for not applicable.

Quick Reference Sheets

Below is an example of our Quick reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date.

They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.

How to Become a More Likeable Boss

Earning the Trust of Your Team

Avoiding micromanagement, delegating tasks properly, and celebrating successes are all ways to increase your high regard and trust for your team, but trust is a two-way street. An effective leader is one whom the followers will trust implicitly. Trust, like respect, does not come automatically. Some people may be naturally inclined to trust people, but the degree of trust you need to lead effectively must be earned.

Understanding Motivation

You can't always get into the head of another person. Even if this were possible, understanding what motivates another person can be so complex that even that person is unaware of her or his motivations. However, to a certain degree, the essence of leadership is getting others to do what you need them to do, as if it were their original motives themselves. While you may not be able to specifically identify another person's motives, there is a good rule of thumb that was developed by Kenneth Burke called dramatism.

Is it Better to be Loved or Feared?

This famous question comes down to us from Niccolo Machiavelli, a political theorist who lived in Italy during the Renaissance. He contended that a leader who is feared is preferable to a leader who is loved. However, he also lived during a time of great political instability where city governments changed in a flash, usually violently, and usually involving executions of the previous leadership. Since we no longer live in an age where stepping down from a leadership position or being removed would involve the loss of one's head, do we really need to adopt the route that proved so disastrous for such ruthless dictators as Saddam Hussein and Augusto Pinochet?

Certificate of Completion

Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.

CERTIFICATE OF COMPLETION

[Name]

Has mastered the course

How to Be a More Likeable Boss

Awarded this _____ day of _____, 20____

Presenter Name and Title

PowerPoint Sample

Below you will find the PowerPoint sample. The slides are based on and created from the Training Manual. PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.

Module Two: Is it Better to be Loved or Feared?

This famous question comes down to us from Niccolo Machiavelli, a political theorist who lived in Italy during the Renaissance. He contended that a leader who is feared is preferable to a leader who is loved. However, he also lived during a time of great political instability where city governments changed in a flash, usually violently, and usually involving executions of the previous leadership.

The speed of the leader is the speed of the gang.

Mary Kay Ash



The Case for Fear

Authoritarian

Control

Boundaries

“Tough Love”

The Case for Love

Respecting others

Real respect must be earned

Genuinely care about your employees

The Case Against Either

Both have their upsides, but
each also has its downside

Beloved leaders might be popular, but
they might also be easily manipulated

Work environment
that is marked by fear

The Middle Ground

Clear boundaries

Understanding

Value your employees

Case Study

Steve was recently promoted to the manager position at his bookstore

Similarly, Angela also had been recently promoted

Soon, Steve found all of his employees either quitting on him or they no longer were friendly with him

When Angela was in charge, the effect was like a ray of sunshine lighting up a dark room

Module Two: Review Questions

1.) Who first posed the question of whether it's better to be feared or loved?

- a) Shakespeare
- b) Da Vinci
- c) Columbus
- d) Machiavelli

2.) What is an advantage of authoritarian leadership?

- a) Employee loyalty
- b) Well-defined boundaries
- c) A lack of conflict
- d) Respect for upper management

Module Two: Review Questions

1.) Who first posed the question of whether it's better to be feared or loved?

- a) Shakespeare
- b) Da Vinci
- c) Columbus
- d) Machiavelli

In his book *The Prince*, Machiavelli asked the question of whether it was better to be feared or loved. He decided that fear was better, but he also lived during a far more unstable and violent time than now.

2.) What is an advantage of authoritarian leadership?

- a) Employee loyalty
- b) Well-defined boundaries
- c) A lack of conflict
- d) Respect for upper management

One advantage of authoritarian leadership is that it provides well-defined boundaries in the work place with clear consequences for crossing those boundaries.

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